

**Washington State
Liquor Control Board
Strategic Plan 2005-2007**

Preface

The wholesale and retail sale of alcohol products is a major revenue-generator for the State of Washington. In the last 70 years, the WSLCB has sent more than \$4 billion to the state general fund and to health and human service accounts to support public education, enforcement, local communities, research and many other state and local services.

In the next decade, if current 6 percent growth is maintained, the agency will return more than \$3.25 billion in revenue to the state. However, if critical investments are made this biennium, that amount could increase to as much as \$4 billion, equaling all the revenue earned in the agency's history.

Since its founding in 1933 following the repeal of Prohibition, the Washington State Liquor Board has carried out a dual mission common to the 19 control states and jurisdictions in the United States: to maximize the return of revenues earned from the sale and distribution of spirits and to protect the public from the negative effects of over-consumption.

The WSLCB aggressively carries out its public safety mission by conducting a comprehensive enforcement effort and through effective and fair licensing and regulatory practices that stress high-quality customer service. The agency also supports statewide educational programs to reduce youth access, prevent adult alcohol abuse and strengthen prevention programs in local communities. Licensing, enforcement and education activities save the state millions of tax dollars each year by mitigating the negative social effects of alcohol abuse.

This Strategic Plan proposes investments in the next biennium to help the agency increase the revenue it will return to the state and local communities. The agency is at a crossroads. Much is at stake. Investments in new stores, in technology and employee training are needed to propel the agency forward to a new level of performance. Reinvestment strategies are needed to sustain the agency's ability to run like a successful business and increase revenue. Cost-recovery mechanisms are needed to meet growing demand for licensing and enforcement.

The WSLCB intends to become a model state agency. It strives to conduct its affairs with the utmost responsibility and integrity and to successfully pursue all aspects of its mission. The goals, objectives and strategies outlined in this Strategic Plan provide a comprehensive picture of the path we are following as we build the agency's capacity to serve the state and its citizens.

Merritt D. Long, Chair
Pat Kohler, Administrative Director

Roger Hoen, Vera Ing
Board Members